



Building Utility Leaders of the Future

What is Core Growth?

Developed and run by Core Consulting Group, *Core Growth* is a 6-month leadership development program for emerging utility leaders. Using Wiley's Work of Leaders model as a framework for the curriculum, participants form a regional cohort while exploring four modules (self, vision, alignment and execution) through a variety of interactions, speakers and experiences.



Who is the Target Audience?

We define emerging leaders as **those whose span of influence and impact is growing in a meaningful way**. This is not limited to a specific age or manager vs. non-manager role. It could span both early and mid-career employees. We expect participants to have at least 3 to 5 years of professional work experience.

An emerging leader is beginning to take on heightened responsibilities and accountability for customers, projects and/or team members – resulting in a greater direct impact on your utility's success. There are some foundational competencies we look for in successful candidates such as:

- Demonstrates initiative
- Exudes a positive attitude
- Adopts a continuous learning mindset
- Thrives from intrinsic motivation
- Seeks out and responds well to feedback
- Supports and encourages others' success

**Next Class Kicks Off
January 2018!**

Program runs from Feb. through July,
with an orientation webinar in Jan.

Program Tuition: \$5,000

Registration Open Until September 2017

Visit <http://bit.ly/utilityleadership> to learn more or contact Amy Clark at amy.clark@contact-core.com for additional information.

What makes Core Growth unique?

Participants IDENTIFY leadership styles.

Using the Everything DiSC and Gallup's Strengths Finder assessments, participants gain a strong sense of self by learning about individual leadership styles and strengths. Assessment results help participants discover the value in individual differences while also teaching tactics for working with other styles and skillsets.

Participants LEARN from other utility leaders.

Participants receive leadership advice at each workshop from executive leaders at the hosting utility. In addition, participants select a mentor from their own utility to meet with monthly. Mentors offer leadership guidance and assist with participants' individual development plans.

Participants SOLVE real wastewater utility issues.

Participants will build upon the four modules taught in the class by completing an industry-specific capstone project. The project is based on exploring real challenges that leaders are facing in the wastewater utility industry. Participants will use their collective expertise to develop applicable solutions to a selected challenge and present at graduation.

Participants COLLABORATE with other industry peers.

Core Growth classes are formed with wastewater utility participants located within the same EPA defined region. The strategic makeup of the class allows participants to share knowledge of the region, exchange ideas or connections and ignite ongoing collaborative relationships.



"I believe utilities can shape the course of environmental protection into the next century by working together. Core Growth offers utilities a unique learning opportunity while also inspiring collaboration that betters the industry."

- Adam Krantz, Chief Executive Officer of NACWA -

Outcomes: The ability to...

- ✓ Move from idea to action to results
- ✓ Gain greater confidence and self-awareness
- ✓ Value diversity & understand how to work best with others
- ✓ Rally and inspire others to action; sometimes with no formal authority
- ✓ Craft bold visions of "what can be"
- ✓ Build stronger relationships
- ✓ Connect the dots from strategy to tactical execution